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Country programme document for Rwanda (2018-2023)

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I. Programme rationale

1. Since the devastating 1994 genocide against the Tutsi, Rwanda has emerged as an impressive story of transformation in Africa. Guided by successive national medium-term plans and by comprehensive policy reforms over the last two decades, the country has achieved remarkable socioeconomic progress demonstrated, inter alia, by a more than three-fold increase in per capita gross domestic product (GDP) from $206 in 2002 to $729 in 2016.[1] Real GDP growth averaged 8.2 per cent during 2000-2010, and 7.3 per cent for 2010-2016, much higher than the 5.2 per cent average for sub-Saharan Africa.[2]

2. Rwanda's economic growth has been relatively broad-based: between 2000 and 2016, services and industry grew on average 9.5 and 9.4 per cent respectively, while agriculture grew on average 5.5 per cent.[3] Growth was also pro-poor: Rwanda's Human Development Index increased from 0.244 in 1990 to 0.498 in 2015,[4] poverty headcount dropped from 78 per cent in 1995 to 39.1 per cent in 2014, and the Gini coefficient decreased from 0.522 in 2005 to 0.45 in 2014.[5] By 2015 Rwanda had attained all Millennium Development Goal targets except those for poverty, stunting and share of women in wage employment in the non-agricultural sector.[6] In Africa in 2016, Rwanda was ranked first for gender equity,[7] second for ease of doing business[8] and the third least corrupt country.[9]

3. Despite its progress, Rwanda confronts stern challenges. The productive base of the economy remains insufficiently diversified and uncompetitive. Economic growth slowed to an estimated 5.2 per cent in 2017,[10] constrained by falling commodity prices and a debt-conscious curtailment of public capital expenditure on large infrastructure programmes.[11] Growth in the industrial and services sector slowed to an estimated 3.9 and 6 per cent respectively in 2017, far below the national targets of 14 and 13.5 per cent.[12] Combined with low agricultural value addition, the economy is not generating adequate decent employment opportunities for Rwanda's young population. With the modern wage sector providing employment to only 6 per cent of the working-age population and 91 per cent of the employed found in the informal sector, most Rwandans do not have adequate incomes and social safety nets and are vulnerable to poverty and financial insecurity in old age.[13]

4. To tackle these and other challenges, the Government has prepared a new Vision 2050 and National Strategy for Transformation (NST) 2017-2024. The United Nations has supported Rwanda to firmly anchor the Sustainable Development Goals in both documents. Vision 2050 aims inter alia to ensure that Rwanda achieves upper middle-income status by 2035 with a good quality of life and decent jobs for its people. Achieving this goal will require action on many fronts. First, significant efforts are needed to secure new sources of financing for development. Domestic savings as a share of GDP were only 12.2 per cent in 2015, while tax revenue stood at 15.8 per cent. Both are well below the 20-25 per cent average rates of successful emerging economies.[14] Consequently, Rwanda relies heavily on external assistance, with over 45 per cent of the 2015-2016 development budget covered from official development assistance.[15]

[1] National Institute of Statistics Rwanda (NISR).
[2] International Monetary Fund (IMF), 2017.
[3] NISR,2016.
[4] UNDP, Human Development Report 2016.
[5] NISR, 2016.
[6] Millennium Development Goal Monitor Fact Sheet, 2015.
[7] Global Gender Gap Report, 2016.
[8] World Bank, Ease of doing Business Report, 2017.
[9] Transparency International Corruption Perception Index, 2016
[10] IMF forecast, 2017
[11] World Bank, Rwanda Economic Update, 2017.
[12] Ibid.
[13] NISR, Labor Force Survey, 2017
[14] World Bank, World Development Indicators, 2017.
[15] Ministry of Finance and Economic Planning (MINECOFIN), Rwanda Official Development Assistance Report, 2017

5. Rwanda will also need to harness its demographic dividend. The working-age population is growing rapidly, and creating enough quality jobs for them has become a defining challenge for the economy. Over 77 per cent of Rwanda's population is under 35 years old,[16] but youth unemployment stands at 21 per cent and labour underutilization at 60.3 per cent.[17] While education has improved in the past decade, marketable technical and vocational skills are lacking, fewer than 70 per cent of youth complete primary education and net enrolment in secondary education is only 32.9 per cent.[18] With inadequate job creation in the private and public sectors, supporting innovation and youth entrepreneurship is critical for unlocking opportunities for job creation and livelihoods.

6. Likewise, Rwanda will need to better utilize the talents and potential of women. While the level of women's political participation and leadership is exemplary (64 per cent of parliamentarians are women), women's rate of participation in the labour force is less than that of men (42 vs. 58 per cent) and women are paid 27 per cent less for doing similar jobs.[19] Only 25.5 per cent of women in agriculture have access to agricultural credit compared to 74.5 per cent of men.[20] Though recent laws have created opportunities for gender equity in land ownership, inheritance and access to education, more effort is needed to empower women to enjoy their rights and overcome cultural barriers that box them into traditionally defined roles.

7. Further investments are needed in promoting sustainable growth and resilience. Rwanda's high population density (483 per square kilometres)[21] and high dependence on agriculture place increasing pressures on land use. Over 86 per cent of the population rely on firewood for cooking, leading to high rates of deforestation.[22] Low productivity in forest and land use and unsustainable management of natural resources have led to soil degradation, encroachment into wetlands, increased water pollution and loss of biodiversity.[23] Rapid urbanization places pressures on social infrastructure in cities. Rwanda is highly prone to disasters such as landslides, floods and lightning in north-western areas and droughts in eastern areas.[24] Female-headed households and poor rural farmers are often vulnerable, but can be potential agents for change.

8. Promisingly, the country has ratified major multilateral environmental agreements such as the Paris Agreement and Montreal Protocol, and has a favourable enabling legislative environment. With UNDP support, Rwanda formulated a national Climate Change and Green Growth Strategy and established a national climate change trust fund ("FONERWA"). Rwanda has registered noticeable progress in disaster preparedness and risk management since the establishment of the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) in 2010 and with the development of a National Recovery Strategy and National Risk Atlas with UNDP support.

9. However, gaps remain, particularly in the technical capacity of key environment sector institutions to develop policies, coordinate actions across the sector, enforce environmental regulations and mainstream environment and climate change issues into priority economic sectors. Additionally, degraded landscapes and fragile ecosystems need to be restored and rehabilitated. Productivity in agriculture and forestry must improve in an environmentally sustainable and climate resilient manner. With respect to disaster risk management, local technical capacity on risk assessment and contingency planning must be enhanced considering gender and age dynamics, and better-quality and timelier meteorological data are needed for effective early warning.

[16] NISR census, 2012.
[17] NISR Labour Force Survey, 2016.
[18] Ministry of Education, 2016.
[19] NISR Labour Force Survey, 2016.
[20] Gender Monitoring Office: Gender and Access to Finance, 2017
[21] World Bank Open Database, 2016
[22] NISR, Integrated Household Living Conditions Survey, 2014.
[23] Ministry of Environment, National Biodiversity Strategy and Action Plan, 2016.
[24] Ministry of Disaster Management and Refugee Affairs (MIDIMAR), Rwanda Disaster Risk Atlas, 2016.

10. Much of Rwanda's impressive growth over the past two decades was a result of governance reforms to consolidate peace, build strong and accountable public institutions and create a safe, stable environment conducive to investment and growth. However, despite the commendable progress made with respect to post-genocide reconciliation and social cohesion, 25.8 per cent of Rwandans indicate that divisions and genocide ideology persist,[25] a sobering reminder that continued investments in reconciliation and social cohesion are needed to overcome the legacy of the genocide. Similarly, while Rwanda was ranked the second safest country in Africa,[26] there are capacity gaps to tackle disputes at community level and to address new crimes such as cyber-crime and human and drug trafficking.

11. Areas of the justice system also require attention. While a legal aid policy was adopted in 2014 to increase access to justice, many, especially poor and rural citizens, are underserved and citizen satisfaction with access to legal aid remains low at 64.4 per cent.[27] Special focus is needed on female victims of gender-based violence; the number of cases increased from 12,439 in 2013 to 14,241 in 2015,[28] denying women the opportunity of living dignified lives free from violence. Rwanda must also invest more in promoting correction, rehabilitation and reintegration of law offenders. Currently there is no alternative to imprisonment measures for offenders other than the community service programme for those convicted of genocide. With 54,185 inmates,[29] Rwanda's 14 prisons have surpassed their planned capacity. An alternative mechanism to imprisonment will facilitate correction, rehabilitation and reintegration while resolving the economically burdensome overcrowding in prisons and providing offenders a more dignified life with full respect for their human rights.

12. Work must also continue on strengthening accountability, transparency and service delivery. The independent country programme evaluation recognized the important role UNDP played in building the capacities of the media and civil society organizations (CSOs) to promote accountability, transparency and citizen participation in public processes. However, it pointed to areas requiring further attention such as the level of media development, media independence and pluralism.[30] The report also recognized the key role of the UNDP-funded CSO programme in empowering CSOs in a post-genocide society. But both areas – media and CSOs - are underdeveloped and regulated by new laws promulgated only in 2012, and both require continued support. Likewise, public service delivery received the lowest score of all areas in the 2016 Rwanda Governance Scorecard prompting the Government to prioritize the improvement of public institutional capacities at national and local levels in the new NST.

13. Rwanda has ratified most international human rights instruments and successfully participated in the 2011 and 2015 universal periodic review (UPR). The country currently has no treaty body reports backlogs. The 2015 UPR culminated in the adoption of 50 new recommendations,[31] two thirds of which were implemented by 2017. However, further efforts are needed to tackle areas of deficit, for example, to eliminate legal provisions that undermine freedom of expression and improve the conditions of persons in detention facilities. The recently adopted national human rights action plan, if duly implemented, provides a good starting point for domestication of human rights commitments. But outside of government, the capacities of non-governmental organizations to assess, monitor and report on human rights commitments are limited. There is also scope for stronger collaboration with other development partners on the rights agenda.

14. While Rwanda has acquired a solid reputation for efficient and cost-effective administration of electoral processes, the 2015 United Nations needs assessment mission highlighted the need to continue promoting democratic dialogue and broadening political space. It called on the

[25] National Unity and Reconciliation Commission (NURC), Rwanda Reconciliation Barometer, 2016
[26] Gallup Global Law and Order Report, 2017
[27] Rwanda Governance Scorecard, 2016
[28] NISR, Statistical Yearbook 2016
[29] Ministry of Justice, Justice Sector Strategic Plan, 2018-2024
[30] UNDP Evaluation Office, Independent country programme evaluation, 2017
[31] Universal Periodic Review for Rwanda, 2015

United Nations to work with development partners and national stakeholders to build capacities and awareness of stakeholders such as the media, political parties and CSOs and address challenges that hinder women's representation especially at local levels.

II. Programme priorities and partnerships

15. The proposed country programme centres on supporting Rwanda to consolidate progress made over the past cycle and to address remaining gaps, notably in reducing poverty and inequality and securing a better quality of life for its people. This will be achieved by supporting the country's efforts to structurally transform into a more diversified, competitive, inclusive, resilient and environmentally sustainable economy, bolstered by more capable, accountable, responsive and just governance institutions.

16. In alignment with the NST and the United Nations Development Assistance Plan (UNDAP) 2018-2023, and guided by the corporate Strategic Plan, 2018-2021, the country programme is structured around two pillars: (a) inclusive and sustainable growth; and (b) transformational governance for sustainable development. To deliver impactful results in these areas, UNDP will expand its partnership base and continue acting as a catalyst to mobilize resources for key programmes. While building on foundations laid over the last programme cycles, the country office will enhance its focus, leverage its comparative advantages and strategically disengage from mature areas of cooperation already well-served by other development partners.

17. The Sustainable Development Goals have been firmly embedded in major national, sectoral and local development strategies during the last programme cycle. UNDP will now focus on supporting priority sectors and institutions to implement integrated, evidence-based and cross-sectoral policies and programmes to achieve their respective goals, while advocating the "leave no one behind" principle. The presence of the Sustainable Development Goals Centre for Africa in Rwanda offers opportunities for collaboration on research, advocacy and capacity strengthening, and for exchange of good practices on implementation, financing and monitoring of the Goals.

18. In 2017, UNDP Rwanda received a corporate Gold Gender Seal Certification for its extensive work on gender equality and women's empowerment. Addressing gender inequalities and their structural causes will remain a bedrock of the new country programme and will be mainstreamed in concrete and measurable ways in all projects.

19. The 2017 independent county programme evaluation noted that UNDP enjoys a very favourable relationship with the Government based on mutual trust and a shared commitment to sustainable development. UNDP was one of the first partners to support Rwanda after the genocide and has accumulated decades of country knowledge and experience across a broad spectrum of development issues. These factors place UNDP in a credible and strategic position to support government-led solutions to Rwanda's development challenges, and to advocate for inclusivity, equity, and triple bottom-lines – social, economic, and environmental development benefits.

20. Across both pillars, UNDP will exploit opportunities to promote and monitor the impact of South-South and triangular cooperation and collaborate with national centres of excellence, focusing on replicable home-grown initiatives such as YouthConnekt, FONERWA, community mediation, gender and reconciliation. UNDP will promote knowledge-sharing on issues such as development financing and green growth.

Inclusive and sustainable growth

21. Under this pillar, UNDP will provide policy advice, technical assistance and financing to programmes geared at promoting structural economic transformation, catalysing entrepreneurship, creating decent jobs, and generating data to better target and include vulnerable groups. UNDP will also support sustainable and equitable management of natural resources as a

building block for inclusive and green economic growth, improved livelihoods and enhanced resilience for poor and marginalized populations.

22. At upstream level, UNDP will provide policy advice on inclusive and equitable economic growth, decent job creation with special attention to women's employment strategies, and the localization of the Sustainable Development Goals. In collaboration with the Strategic Policy Unit of the President's Office, the Ministry of Finance and Economic Planning (MINECOFIN), national stakeholders and think tanks, UNDP will craft a policy research agenda to provide insights and advocacy on key economic and environmental policy reforms and programmes needed to accelerate development. To assist Rwanda in diversifying its sources of development financing, UNDP will partner with MINECOFIN, the Private Sector Federation and other development partners to design strategies to attract additional finance from public and private sources and to test and scale up innovative financing mechanisms.

23. Downstream, UNDP will partner with the Ministry of Youth, the private sector, other United Nations agencies, development partners and national stakeholders to scale up the YouthConnekt programme which has created an innovative platform for youth and female entrepreneurship and job creation. To date, the programme has created 6,168 jobs.[32] Proven youth development initiatives such as the entrepreneurship boot camps and awareness-raising campaigns will be scaled up, while stronger partnerships will be forged with international financial institutions, foundations, CSOs and private companies to expand job creation, skills development and funding opportunities for female and youth entrepreneurs.

24. UNDP will partner with the United Nations Environment Programme (UNEP), the Food and Agriculture Organization, other United Nations agencies and development partners to help strengthen the environment and natural resources sector by supporting the technical capacity of the Ministry of Environment, FONERWA, Rwanda Environment Management Authority (REMA) and Rwanda Meteorological Agency, building on progress already realized. The UNDP/UNEP poverty-environment programme, which supported the mainstreaming of environment, gender and poverty considerations into national and sub-national plans and budgets, will now focus on achieving targets for environment and natural resources and climate change in districts and priority sectors (agriculture, industry, urbanization and energy). A sectoral monitoring and evaluation system financed by UNDP and the Swedish International Development Cooperation Agency will be rolled out, enabling stronger tracking of performance against NST and energy and natural resources sector plan targets, and fostering cross-sectoral coordination.

25. UNDP will provide technical and financial assistance to REMA to help Rwanda domesticate international environmental treaties and attain nationally determined contributions. UNDP will support the rehabilitation and restoration of fragile ecosystems including wetlands and degraded landscapes, enhancement of forest quality and productivity along the value chain and promote alternative appropriate technology energy options to firewood. UNDP played a catalytic role in the Government's Green Village initiative by helping to pilot the first villages and conducting a cost-benefit analysis to demonstrate the value of green development. Lessons learned from the model will be used to scale up the provision of appropriate green and climate-resilient technologies and strengthen community climate resilience. Programmes will seek to enhance community knowledge and awareness of the effects of environmental degradation and means of prevention, leveraging existing partnerships with media and CSOs. UNDP will seek to ensure that both upstream and downstream interventions promote gender-equity and livelihood generation and protect the rights of vulnerable populations such as forest-dependent communities, refugees, female-headed households, persons with disabilities and poor rural farmers.

26. UNDP has demonstrated its comparative advantage in providing quality technical support to MIDIMAR on disaster risk reduction, response and recovery. Moving forward, UNDP will help

[32] Ministry of Youth, 2017

to strengthen institutions at national, district and community levels on risk assessment and contingency planning, using the Sendai Disaster Risk Management Framework as reference. UNDP interventions will include technical and financial support to enhance the systematization of meteorological data collection, analysis and dissemination; strengthening of early warning systems; and raising the awareness of women and men on disaster risk reduction and response with focus on drought and flood-prone areas.

Transformational governance for development

27. Inclusive and sustainable growth can best be realized if there are sustained investments in creating a peaceful, just and inclusive society in which citizens are engaged and have a voice in decision-making and where institutions are strong, accountable, corruption-free and responsive to the needs of citizens. UNDP will continue supporting healing and peacebuilding initiatives to foster social cohesion, unity and reconciliation at community level, working closely with CSOs. UNDP will support research and assessments on unity and reconciliation to lay the ground for policy discussions and evidence-based decision-making at national and local levels.

28. UNDP will partner with the Rwanda National Police to expand and strengthen its community policing programme, and to promote crime prevention and reduction of existing and emerging crimes. The ongoing programme designed to combat violence against women and girls within regional security organs will also be scaled up.

29. UNDP will partner with the Rwanda Correctional Service to promote increased access to justice to the most vulnerable, especially poor inmates and victims of gender-based violence in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Rwanda Bar Association and CSOs. To improve the delivery of justice and tackle case backlogs, UNDP will support the use of modern technologies such as the newly established integrated electronic case management system by justice sector institutions and communities. UNDP will also contribute to the revision of the policy frameworks around correction and rehabilitation to include alternative measures to imprisonment.

30. The programme will promote transparency, accountability and improved service delivery, particularly in public institutions at all levels. UNDP will make strategic upstream investments, supporting the development of a local government capacity-building strategy, while enhancing the capacity of CSOs and the Rwanda Governance Board to monitor the quality of service delivery. UNDP will partner with research institutions to conduct independent research on equitable citizen participation in democratic processes to inform policy dialogue and decision making on critical public policy issues. Tools such as the Citizen Report Card, which have proven vital in deepening accountability on service delivery, will be reinforced. The programme will enhance the capacity of CSOs, empowering them to be more relevant in addressing development issues and advocating for people's rights and greater accountability of State and non-State institutions. Similarly, UNDP will partner with stakeholders to foster a more robust, professional and sustainable media sector, with emphasis on the operationalization and sustainability of the media self-regulatory body, and capacity-building of media houses, managers and practitioners.

31. UNDP will continue collaborating with the National Electoral Commission to increase citizen participation in democratic processes, focusing on youth, women and persons with disability. In line with the Needs Assessment Mission recommendations, UNDP will continue supporting the use of information and communications technology in elections to advance citizen participation. UNDP will promote research and policy dialogue on issues pertinent to democratic governance with the aim of helping to broaden political space and deepen the engagement of CSOs in public processes. This assistance will span the current electoral cycle with parliamentary elections in 2018, senatorial elections in 2019 and local elections in 2020.

32. Based on its active involvement in the UPR exercises, UNDP will partner with the Office of the United Nations High Commissioner for Human Rights, National Commission for Human Rights and Ministry of Justice to monitor and report on the implementation of the 2015 UPR

recommendations and action plan. UNDP will build the capacities of CSOs to promote human rights with an emphasis on people with disabilities, women, and poor inmates. UNDP will partner with research institutes and academia to conduct independent research on human rights with the aim of domesticating the Rights Upfront approach and ensuring human right sensitive development in Rwanda.

33. UNDP will partner with the Ministry of Gender, the Gender Monitoring Office, the Private Sector Federation and UN-Women to promote accountability on gender equality, building on the recently initiated gender equality seal in the private sector initiative. As a cross-unit initiative, UNDP will support a new women's economic empowerment programme and will work closely with CSOs and the media to enhance women's knowledge and capacity to claim their rights.

III. Programme and risk management

34. This document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework. The programme will be executed under the coordination of MINECOFIN. The One United Nations-Government of Rwanda Steering Committee, comprising MINECOFIN, heads of United Nations agencies and representatives of key partner organizations, will provide oversight to ensure the effectiveness of the programme. The programme will be executed nationally. Projects will use the most appropriate implementation modality to ensure an effective and efficient delivery of nationally owned, sustainable results. Direct implementation will safeguard and ensure UNDP accountability in complex programming situations. National ownership and mutual accountability for development results will be strengthened through joint annual workplans and reviews that are in alignment with national priorities. The harmonized approach to cash transfers will be used to manage financial risks.

35. The common country analysis highlighted three major programme and office risks relating to the perceived partiality of the United Nations/UNDP, the domestic and regional security and political situation, and challenges in mobilizing adequate financing. Concerns regarding the impartiality and neutrality of the United Nations/UNDP relate particularly to its work in sensitive areas of governance. UNDP will use the opportunity of the new country programme to explore fresh engagement strategies with key development partners, promoting deeper involvement of partners in policy dialogues and project design, and greater focus on evidence-based information to influence policy discussions. With respect to the regional security situation and the risks of political crises spilling over from neighbouring countries, UNDP will continue ensuring full compliance with United Nations Department of Safety and Security standards and corporate business continuity plan requirements, while closely monitoring the security situation through national, regional and international mechanisms and information sources. On financing, UNDP has developed a resource mobilization plan geared towards accessing resources from environment funds such as the Green Climate Fund and Global Environment Facility, non-traditional donors, foundations and the private sector to diversify and expand its financing. Operationally, a revised office financial sustainability plan will be executed and, in line with Executive Board decision 2013/9, all UNDP costs incurred in implementing development activities will be charged to the relevant projects

IV. Monitoring and evaluation

36. Monitoring and evaluation (M&E) of the programme will be aligned with the M&E frameworks of the UNDAP and the NST. The programme will contain a clear, measurable and well-defined results framework integrating both the UNDP Strategic Plan and national government indicators. As recommended by the UNDAP and country programme evaluations,

stronger emphasis will be placed on baseline data and on identifying reliable data sources and partners for data collection. At least 5 per cent of funds will be earmarked for M&E activities, including a multi-year research agenda and tracer/impact studies in areas such as youth and women's employment. UNDP will earmark resources to strengthen national data systems, partnering with national statistics agencies, relevant research institutes and development partners. This will include completing work initiated on improving national capacities to monitor and report on the 2030 Agenda.

37. Routine monitoring of the country programme outcomes and outputs will be conducted through strengthened "Delivering as One" M&E mechanisms, including the development results groups and the United Nations inter-agency M&E group. Regular reviews of UNDP contributions to national results will inform adjustments to the country programme. UNDP will participate actively with other stakeholders in the joint annual reviews of the UNDAP.

38. UNDP will formulate strategies to specifically target the most vulnerable groups through all programmes, and ensure that the principle of "leave no one behind" is upheld. Disaggregated data will be systematically collected and used with qualitative data/surveys to enrich the evidence and analysis underpinning programmes, and to fill current data gaps that hamper effective targeting of marginalised populations. The UNDP gender marker, together with a more robust UNDAP gender monitoring framework, will help promote and monitor investments in tangible gender results.

39. UNDP will continue to synergize its communications, resource mobilization, and M&E activities to gather and use better information, tell better stories and build stronger partnerships.

Annex. Results and resources framework for Rwanda (2018-2023)

National priority: Accelerate inclusive economic growth and development founded on the private sector, knowledge and Rwanda's natural resources

UNDAP outcome 3: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all

UNDP Strategic Plan outcome 1: Eradicate poverty in all its forms and dimensions

UNDAP outcome indicators, baselines, and targets	Data source, frequency of data collection, and responsibilities	Indicative country programme outputs[33]	Major partners / partnership frameworks	Indicative resources by outcome (in $)
Indicator 1.1. Number of new decent jobs created *Baseline*: 0 (National Strategy for Transformation (NST) year 0) *Target*: 1,071,428 **Indicator 1.2 Private investment as a share of GDP** *Baseline*: 15% *Target*: 21.6% **Indicator 1.3 Proportion of population living below the national poverty line** *Baseline*: 39.1% (2014) *Target*: 16.1% (disaggregated targets not available)	National Institute of Statistics Rwanda (NISR) annual labour force survey, National Bank of Rwanda ODA reports, Biannual Integrated Household Living Conditions Survey Ministry of Finance and Economic Planning (MINECOFIN) annual development finance Report Annual project report	**Output 1.1.** MINECOFIN has enhanced technical capacity to access, leverage and utilize development finance to achieve national development objectives. **Indicator 1.1.1.** Extent to which Government is effectively implementing a strategy for diversifying sources of development finance. *Baseline*: 1[34] *Target*: 3 **Output 1.2.** Public-private partnerships and institutional arrangements strengthened to create decent jobs and promote entrepreneurship, especially among women and youth. **Indicator 1.2.1.** Number of decent jobs created through YouthConnekt *Baseline*: 6,168 (4,247 males; 1,921 females) *Target*: 21,168 (13,247 males; 7,921 females) **Indicator 1.2.2.** Rwanda has enabling environment for expansion of decent work and livelihood for direct creation of employment *Baseline*: YouthConnekt expansion concept approved *Target*: YouthConnekt Africa Fund and hub operationalized	MINECOFIN, Private Sector Federation (PSF), donors Ministry of Youth, private sector, CSOs	**Regular** **$5,596,750** **Other** **$8,666,543**

National priority: Accelerate inclusive economic growth and development founded on the private sector, knowledge and Rwanda's natural resources

UNDAP outcome 4: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change

UNDP Strategic Plan outcome 3: Build resilience to shocks and crises

Indicator 2.1. Percentage of public expenditure on environment, natural resources and climate	MINECOFIN yearly budget assessment reports Annual joint sector review report	**Output 2.1.** Environment and natural resources sector institutions have enhanced technical capacity to formulate and implement gender-responsive policies and plans and to mainstream environment and natural resources and climate change in other sectors and districts	Ministry of Environment (MoE), Rwanda Environment Management	**Regular** **$9,626,750** **Other** **$24,176,219**

[33] All targets are for 2023.

[34] 1- Coherent strategy not in place; 2- Strategy developed and partially implemented; 3- Strategy developed and largely implemented.

change as a proportion of total public expenditure *Baseline (2015/16):* 6.2% *Target:* 8%	Annual project report	**Indicator 2.1.1.** Percentage of environment and natural resources and climate change targets met in the 30 districts and 4 priority sectors *Baseline:* 0% *Target:* Greater than 90% **Indicator 2.1.2** Extent to which the environment and natural resources sector strategic plan is coordinated, monitored and reported *Baseline:* 1[35] *Target:* 3	Authority (REMA), FONERWA, UNEP, donors MoE/Ministry of Land and Forestry	
	Ministry of Disaster Management and Refugees Affairs (MIDIMAR), report on Sendai Framework, every five years	**Output 2.2.** Public institutions, civil society and private sector have improved technical capacities to rehabilitate and restore fragile ecosystems **Indicator 2.2.1** Number of hectares of fragile ecosystem restored and rehabilitated *Baseline (2016):* 10,000 *Target:* 20,000 **Indicator 2.2.2** Rwanda has gender-responsive measures in place for equitable access to and benefit sharing of genetic resources *Baseline*: Ministerial order on access to and benefit sharing drafted *Target*: Legal, institutional and financial framework in place	MoE, REMA, CSOs, private sector	
		Output 2.3. Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts **Indicator 2.3.1** Extent to which the national strategy is in line with Sendai Framework *Baseline*: 1[36] *Target*: 2 **Indicator 2.3.2** Number of district development strategies updated with disaster risk management mainstreamed in line with Sendai Framework and national DRR framework *Baseline:* 0 *Target*: 30	MIDIMAR, Rwanda Meteorological Agency, districts, sectors, UNHCR	

[35] 1- To a small extent; 2- To a moderate extent; 3- To a large extent.

[36] 1 National strategy is partially aligned; 2 National strategy is substantially aligned; 3 National strategy is fully aligned.

National priority: Consolidate good governance and justice as building blocks for equitable and sustainable national development				
UNDAP outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security				
UNDP Strategic Plan outcome 2: Accelerate structural transformations for sustainable development				
Indicator 3.1. Citizen satisfaction with access to legal aid *Baseline (2016):* 64.4% *Target:* 75% **Indicator 3.2.** Citizens trust in security organs Rwanda National Police (RNP) *Baseline (2016):* 89.78% *Target:* 94% **Indicator 3.3.** Level of cohesion and mutual trust among Rwandans[37] *Baseline (2016):* 75.8% *Target:* 85%	Annual Governance Scorecard (RGS) by Rwanda Governance Board (RGB); Rwanda Reconciliation Barometer report by National Unity and Reconciliation Commission (NURC) (every five years), World Economic Forum reports Ministry of Justice (MINIJUST) annual joint sector review report Rwanda Bar Association (RBA) annual report RNP annual report	**Output 3.1.** Public institutions and legal aid providers have enhanced capacity to increase equitable access to quality justice while ensuring that human rights commitments are fulfilled. **Indicator 3.1.1.** Number of justice institutions staff with skills to effectively use electronic case management system *Baseline*: 1,534 *Target:* 3,040 **Indicator 3.1.2:** Percentage of 2015 UPR recommendations implemented *Baseline*: 68% *Target:* 95% **Indicator 3.1.3** Number of legal aid cases represented by partner legal aid providers disaggregated by sex Gender-based violence victims: *Baseline*: 0 *Target*: 200 Poor inmates: *Baseline*: 0 *Target*: 500 Persons with disability: *Baseline*: 0 *Target*: 100 **Output 3.2.** NURC, RNP and CSOs have strengthened capacity to develop and implement evidence-based mechanisms and programmes that promote social cohesion, peace, safety and security **Indicator 3.2.1** Rwanda has current data to inform policies and plans that promote social cohesion and prevent risk of conflict *Baseline*: Last reconciliation barometer published 2015. *Target*: New reconciliation barometer published 2020. **Indicator 3.2.2.** Percentage increase in crimes reported by communities to the police *Baseline*: 12.4 % (using 2013-2017 data) *Target*: 5-7 % annual increase over 2017 reported cases[38] **Indicator 3.2.3:** New regulatory and policy framework for correction and alternatives to imprisonment are in place *Baseline*: No	UNICEF, UN-Women, MINIJUST, RNP, RBA, NURC, OHCHR, RGB, CSOs, Governments of Japan, Sweden and Switzerland	**Regular** **$7,611,[illegible]** **Other** **$3,000,000**

[37] As measured by the Rwanda Reconciliation Barometer.

[38] Projected reduction in the rate of crimes reported, assuming effectiveness of community policing initiatives.

		Target: Yes		
National priority: Transformational governance				
UNDAP outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.				
UNDP Strategic Plan outcome 2: Accelerate structural transformations for sustainable development				
Indicator 4.1. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group *Baseline:* 77.01% *Target:* 85% Indicator 4.2. Percentage of people satisfied with access to public information *Baseline:* 78.21% *Target:* 84% Indicator 4.3: Citizen satisfaction with quality of service delivery. *Baseline:* 72.9% *Target:* 77.93%	RGB: annual reports of RGS and Citizens Report Card (CRC) National Electoral Commission (NEC) annual report Annual Rwanda Media Barometer report Gender Monitoring Office annual report	**Output 4.1.** NEC and CSOs have required capacities to increase public participation and engagement in democratic processes. **Indicator 4.1.1.** % of eligible voters (disaggregated by sex) benefiting from civic and voter education *Baseline:* 73% *Target:* 80% (2018 elections onwards) **Indicator 4.1.2:** Extent to which the Elections Management Body has strengthened capacities to conduct inclusive, effective and accountable elections *Baseline*: Electoral calendar partially implemented *Target*: Electoral calendar fully implemented **Indicator 4.1.3:** Vibrancy of CSOs in policy formulation (on RGS index) *Baseline*: 67.3 *Target*: 80 **Output 4.2.** Media institutions have reinforced technical capacity to increase access to quality information and promote citizen active participation in public processes. **Indicator 4.2.1.** Level of citizen satisfaction with media capacity to promote informed decision making *Baseline*: TBD (Impact assessment to be conducted) *Target*: 85% **Indicator 4.2.2.** Percentage of complaints resolved against those received by the Media self-regulatory body. *Baseline:* 80% *Target:* 90% **Output 4.3.** Public and private institutions at all levels are enabled to perform core functions for improved accountability, participation and representation. **Indicator 4.3.1.** National strategy for local government capacity building developed *Baseline:* No *Target:* Yes	UNFPA, UNESCO, UN-WOMEN, RGB, NEC, Private Sector Media High Council, Districts, CSOs	**Regular** **$7,611,750** **Other** **$3,500,000**

		Indicator 4.3.2: Extent to which Citizen Report Card is used to improve service delivery at District level *Baseline:* 2[39] *Target:* 3 **Indicator 4.3.3.** Number of private companies promoting accountability on gender equality through the gender seal certification *Baseline:* 0 *Target:* 50		

[39] 1 – limited extent; 2 – to some extent; 3 – to a large extent.